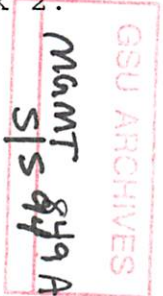


GOVERNORS STATE UNIVERSITY
College of Business and Public Administration

Course Title: MGMT 849A Business Policy and Strategy
Instructor: Dr. Akkanad M. Isaac
Session: May - July 1994, Spring/Summer Trimester, Block 2.
Tuesday/Thursday: 7:30-10:20 p.m.
Phone: (708) 534-4951 Office: C3353
Units: Three
Prerequisite: Last Trimester of Student's program.
Open to degree-seeking M.B.A. students only.



Description:

Capstone course of the graduate business administration curriculum designed to integrate the various operating functions of a business. Shows the business as a system and demonstrates those special co-ordinating skills and knowledge which are necessary at the upper levels of an organization. Utilizes case analysis and assigned readings.

Performance Objectives:

1. To integrate student's knowledge of the functional areas of business into a coherent framework to help them to think in terms of the company as a whole (a general management perspective).
2. To enable the student to understand the strategy management process (policy formulation and implementation) through a study of the management styles/experiences of several business corporations.
3. To help the student to understand the impact of environment on organizational strategies, structure and performance.
4. To provide a conceptual basis to identify (and deal effectively with) risks and opportunities and to develop an appreciation of the process of entrepreneurship.
5. To provide an opportunity to study the competitive processes and strategies which vitally influence the performance of individual firms.
6. To develop an understanding of the global dimensions of business.

7. To provoke the students to explore a variety of ethical issues which are critical in the functioning of corporations and on which general managers have to take positions.
8. To view a specific industry as an entity and study both the factors that shape the industry and the impact of governmental policies, national and international competition and other relevant factors on the industry.
9. To enable the student to understand the role, responsibilities and limitations of the policy maker.

Teaching Material:

A collection of 20 Cases and Papers from the Harvard Business School (available in the GSU Bookstore) will be used as the primary teaching material.

The student is also required to consult the current issues of business periodicals, e.g., Wall Street Journal, Business Week, Fortune, Forbes, Harvard Business Review, etc. (available in GSU Library). Approximately 30 minutes of each class session will be devoted to review important developments in the corporate scene. Additional reading material will be distributed in class and/or kept on reserve in the GSU Library.

Course Policies:

1. The primary instructional mode used in this course is "case analysis and discussion." The student is required to attend classes regularly and contribute to the class discussion. Peer learning is an integral part of the course design.
2. The student shall complete all assignments by specified due dates. Some assignments will be designated as "group assignments." Late submissions, even if accepted, will affect grades.
3. Grade of "incomplete" will not be given except under extenuating circumstances.

Evaluation:

Individual Segment:

| | |
|----------------------------------|-----|
| Case Analysis/Assignments | 20% |
| Class Preparation and Attendance | 10% |
| Examination 1 | 15% |
| Final Examination | 15% |

Group Segment:

| | |
|---------------------------------------------------|-----|
| Report 1: Strategy Analysis of a Specific Company | 20% |
| Report 2: Analysis of a Specific Industry | 20% |

Written Case Analysis:

1. Individual Segment:

Student shall prepare a critical analysis of each assigned case in the form of a report. The report shall identify major decision situations (strategic issues), strengths and weaknesses, opportunities and threats, risks and problems, etc. Student shall take a position (with justification) on different issues and recommend an appropriate set of strategies/actions. Length and format of the "case analysis" will be specified in the class. The financial and other data in each case must be fully analyzed to obtain necessary insights.

Criteria for judging the quality of a case analysis will vary depending on the nature of the case, availability of financial data and other competitive information, etc. The following guideline approximately signifies the relative importance of the various aspects to be considered in preparing a case report:

| <u>Factor</u> | | <u>Weight</u> |
|--------------------------|-----|---------------|
| 1. Problem Statement | | 10% |
| 2. Analysis | | 60% |
| SWOT | 25% | |
| Financial Analysis | 15% | |
| Competitor Analysis | 10% | |
| General | 10% | |
| 3. Recommendations | | 20% |
| Soundness/Quality | 10% | |
| Data Support | 10% | |
| 4. Writing Style/Quality | | 10% |

Recommendations should be adequately justified/supported. A proper study of the portfolio of financial ratios will help you to get insights which are important to arrive at good recommendations. You are expected to compute financial ratios and use them to derive your recommendations.

2. Group Segment:

Class will be divided into groups of two. Each group shall prepare two reports (typed, maximum size of each report: 12 pages, excluding tables, bibliography, etc.). Two copies of each report shall be prepared, one for the instructor and one for the student. Copy submitted for evaluation shall be retained by the instructor. Each member of a group is expected to actively participate in both studies. All relevant references (bibliography) shall be furnished. Any material extracted/copied from any published material shall be properly acknowledged. Plagiarism is a serious academic offence.

Report 1

Each group shall study a specific company (to be approved by the instructor), with emphasis on the financial performance, management styles, evolution, environmental factors (including competition) which affected the company performance, and present a report with strategy recommendations.

Report 2

Each group shall conduct an analysis of a specific industry (to be approved by the instructor) and summarize the results in the form of a report. The industry analysis will focus on the structure and nature of the industry, role of "principal actors" within the group, competition (national and international), governmental regulations and other environmental factors, and the nature of the technology. Student shall attempt to gain considerable learning from this group assignment. Students are encouraged to meet with the instructor during this study to obtain necessary clarification about different strategic issues and their relevance to the specific industry.

ASSIGNMENTS

| Session | | | |
|-----------|-------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>No</u> | <u>Date</u> | | <u>TOPICS</u> |
| 1 | May 17 | | Nature of Learning from a Capstone Course Approach to Case Analysis <u>Lecture</u> : Corporate Mission: Definition and Examples <u>Case</u> : Dashman Company |
| 2 | May 19 | | <u>Case</u> : Crown Cork & Seal in 1989 (9-793-035) <u>Lecture</u> : What is Corporate Strategy <u>Read</u> : How Competitive Forces Shape Strategy (79208) |
| 3 | May 24 | | <u>Case</u> : Caterpillar Tractor Co. (9-385-276) <u>Lecture</u> : Environmental Scanning <u>Read</u> : Sustainable Advantage (86507) |
| 4 | May 26 | | <u>Case</u> : Polaroid-Kodak (9-376-266) <u>Lecture</u> : Industry Analysis: Concepts & Approaches <u>Read</u> : Core Competence and the Corporation (90311) |
| 5 | May 31 | | <u>Case</u> : MIPS Computer Systems (A) (9-792-055) <u>Lecture</u> : Nurturing Corporate Excellence <u>Read</u> : Global Computer Industry (9-792-072) |
| 6 | June 2 | | <u>Case</u> : Intel Corp. - 1992 (9-292-106) <u>EXAMINATION 1</u> |

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|----|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7 | June 7 | <u>Case:</u> Sharp Corp.: Corporate Strategy (9-793-064) <u>Lecture:</u> Competitive Analysis <u>Read:</u> Public Policy and the Manager: Conceptual Framework (9-794-028) |
| 8 | June 9 | <u>GROUP PROJECT (REPORT 1) PRESENTATION</u> |
| 9 | June 14 | <u>Case:</u> Sears, Roebuck and Co.: The Merchandise Group-1993 (9-594-058) <u>Lecture:</u> Tools and Techniques of Strategic Management <u>Read:</u> From Value Chain to Value Constellation: Designing Interactive Strategy (93408) |
| 10 | June 16 | <u>Case:</u> CIBA-GEIGY AG: Impact of Inflation and Currency Fluctuations (9-389-176) <u>Lecture:</u> Implementation of Strategy <u>Read:</u> How much debt is right for your company? (82413) |
| 11 | June 21 | <u>Case:</u> ABB's Relays Business: Building and Managing a Global Matrix (9-394-016) <u>Lecture:</u> International Dimensions of Corporate Strategy <u>Read:</u> Strategic Alliance: Collaborating to Compete |
| 12 | June 23 | <u>Case:</u> Bank One - 1993 (9-394-043) <u>Lecture:</u> Entrepreneurial Strategies <u>Read:</u> The Nature of Entrepreneurship |
| 13 | June 28 | <u>GROUP PROJECT REPORT 2 PRESENTATION</u> <u>Case:</u> Marriott Corp.: Restructuring (9-294-090) <u>Lecture:</u> Business Ethics & Social Responsibility <u>Read:</u> Business Ethics and the New Corporation |
| 14 | June 30 | <u>Case:</u> Phil Knight: CEO at NIKE - 1983 (9-390-038) <u>FINAL EXAMINATION</u> |
| 15 | July 5 | <u>GROUP PROJECT REVIEW</u> |